



**DEPARTMENT OF THE ARMY**  
US ARMY TRANSPORTATION CENTER AND SCHOOL  
210 DILLON CIRCLE  
FORT EUSTIS, VIRGINIA 23604-5000

REPLY TO  
ATTENTION OF:

ATZF-CS

MEMORANDUM FOR

03 May 2006

Major Subordinate Commanders  
Directors and Chiefs of Staff Officers  
Commanders, Tenant Activities

SUBJECT: Fort Eustis Well-Being Corporate Assessment Survey Results, 1<sup>st</sup> Qtr, FY 06

1. Purpose: To provide installation leadership with the results of the Corporate Level Assessments conducted on the six main directorates (DHR (AG), DPW, DOL, DOIM, MWR & DPTMS) in October and November 2005.
2. Background: The Army Well-Being Corporate Assessment is a semi-annual automated web-based survey which collects information on services that affect mission readiness. The assessment allows mission leaders to evaluate installation services from the perspectives of importance, performance and priority. The results have been/will be used to evaluate and make improvements.
3. Summary of Results:
  - a. A total of 127 mission leaders on Fort Eustis and Fort Story participated in the survey. See Annex A for demographic breakdown.
  - b. All six directorates received overall ratings in the amber range (achieving functional goals but having weaknesses in some areas). There were no red ratings (not achieving functional goals, having significant problem areas) in any service area or directorate. A total of six functional areas were rated green (exceeding functional goals). See Annex B.
  - c. Performance ratings of "poor" and "very poor," and importance ratings of "not important" required follow-up responses and action plans for service improvements. See Annex C.
  - d. The "five most important functions" and the "least important function" were captured for each directorate and provided a corporate perspective for resource allocation considerations. See Annex D.

ATZF-CS

SUBJECT: Fort Eustis, VA, Well-Being Corporate Assessment Survey, 1 QTR 06

4. Way Ahead:

- a. Action plans have been developed and implementation is ongoing.
- b. Directorates will conduct internal assessments of functional areas that received low amber ratings (60-69).
- c. Continue semi-annual corporate assessments to measure corporate customer perspectives on delivery and improvement of services.
- d. Next Corporate Assessment scheduled for May-June window.

5. POC is Dianna Jameson, Well-Being Management Office, at (757)878-5802, DSN: 826-5802, E-Mail: [dianna.jameson@eustis.army.mil](mailto:dianna.jameson@eustis.army.mil).

4 Encls

- 1. Annex A - Demographics
- 2. Annex B – Directorate Ratings
- 3. Annex C – Comments
- 4. Annex D – Most/Least Important Functions

/original signed/

Colonel, GS  
Chief of Staff

CF:

Survey Participants

## ANNEX A

### Survey Demographics

ORGANIZATION LEVEL		POSITION	
Brigade	11	Chief of Staff	1
Group	4	Assistant Commandant	1
Battalion	59	Commanders	41
Hospital	3	Executive Officers	12
Garrison	3	Command Sergeants Major	6
Institute	1	Deputy Commanding Officers	2
School	6	Dental Facility	1
		Staff Officers (S1/2/3/4)	21
		Special Staff	7
Other	39	Other	24
<b>Total</b>	<b>127</b>	<b>Total</b>	<b>127</b>

## ANNEX B

### Directorate Functional Areas Ratings

#### Legend

Green (100 - 80%)

Amber (79 - 60%)

Red (59 - 0%)



#### Definitions:

Green - Exceeding functional goals.

Amber - Achieving functional goals, have weaknesses in some areas.

Red - Not achieving functional goals, have significant problem areas.

Directorate of Human Resources Functional Areas (AG)	Function Rating (Weighted)
Army Career & Alumni Program	79
Casualty Operations	85
DEERS/RAPIDS/CAC/ID Cards	78
Personnel Actions	79
Personnel Processing	76
Trainee/Student Processing	75
Retirement Services	78
Separations/Transition	77
Awards/Decorations	74
Personnel Strength Management	73
Evaluations	77
<b>Military Personnel Services</b>	<b>77</b>
Education Counseling	77
Post-Secondary Programs	74
Academic Testing	73
Soldier Development Services	73
Learning Center Services	75
EAmyU Program Support	73
Education in Deployed Sites	69
Head Start	67
Workforce Development	70
<b>Education &amp; Services</b>	<b>77</b>
Biochemical Testing	82

Prevention & Education	82
Employee Assistance Program	72
Risk Reduction Program	75
<b>ADCO</b>	79
Records Management	76
Publications Management	69
Official Mail Management	74
<b>Document Management</b>	73
<b>TOTAL</b>	75
<b>Directorate of Logistics Functional Areas</b>	<b>Function Rating (Weighted)</b>
Ammo Services/ASP Management	78
CRP Operations/Packing & Crating/ASL	69
HSMS (HAZMAT)	74
Property Book Operations	79
Central Issue Facility	77
Food Services	80
Laundry & Dry Cleaning	67
Class III Support	69
Furniture Repair	61
<b>Supply &amp; Services</b>	74
Central Travel Office	71
HHG, Personnel & Cargo Movement	77
Non-Tactical Vehicle Support	72
ITO	72
Transportation Motor Pool	73
Railhead Operations	71
<b>Transportation</b>	73
Base Operations Maintenance	74
Tactical Maintenance	77
<b>Maintenance</b>	75
<b>TOTAL</b>	74
<b>Directorate of Information Management Functional Areas</b>	<b>Function Rating</b>
Administration & Policy	73
Information Technology Training	72
<b>Business</b>	73
Telephone Services	79

Wireless Services	72
MARS System	65
Video Teleconferences	76
<b>Communications</b>	<b>74</b>
Enterprise Services	70
Continuity of Operations	73
Information Assurance Program	74
<b>Operations</b>	<b>72</b>
Copier Services	75
<b>Customer Support</b>	<b>75</b>
<b>TOTAL</b>	<b>73</b>
<b>Directorate of Public Works Functional Areas</b>	<b>Function Rating (Weighted)</b>
Family Housing	75
Housing Referral Services	70
Housing Furnishings & Appliances	69
Residential/Occupancy Maintenance	70
Housing Inspections	68
UPH Housing	70
UPH Furnishings & Appliances	70
RCI	72
<b>Housing</b>	<b>71</b>
Facility Maintenance & Repairs	71
Building Maintenance	71
Improved Grounds Maintenance	65
Unimproved Grounds Maintenance	64
Maintenance of Surface Areas	66
Maintenance of Bridges & Dams	69
Maintenance of Utility Plants & Sys	68
Maintenance of Railroads	66
Snow & Sand Removal	67
Pest Control	67
Refuse Removal & Recycling Ops	71
Waste Water Operations	70
Water Production	70
Facility Service Order Section	68
Work Order Desk	71
<b>Operations &amp; Maintenance</b>	<b>68</b>
<b>TOTAL</b>	<b>69</b>

<b>Directorate of Plans, Training, Mobilization, and Security Functional Areas</b>	<b>Function Rating</b>
AT/FP Planning	76
Mobilization	76
Contingency Plans	74
Military Spt to Civil Authorities	71
Taskings/Post Detail	66
Ceremonies	70
IOC-Emergency Operations	78
<b>Plans/Ops</b>	<b>73</b>
Range/TA Control	80
Tng Spt/Tng & Sim Integration/TASC	76
Museum	69
RC Support	71
Military Schools/Reservations	77
<b>Training</b>	<b>75</b>
PERSEC	73
INFOSEC	73
Security Awareness (Ed & Tng)	75
Industrial Security	70
AT/FP Security	75
Intel Fusion	71
Security and Intel	73
HQ Access	71
<b>Security &amp; Intelligence</b>	<b>73</b>
Airfield Operations	77
ATC/Tower	76
Weather	78
A/F Services (Fuel/Nav aids)	73
Crash Rescue	75
Security	73
Airfield Safety	76
<b>Airfield</b>	<b>76</b>
Environmental Controls	73
<b>ITAM</b>	<b>73</b>
<b>TOTAL</b>	<b>74</b>
<b>Directorate of Morale, Welfare, and Recreation Functional Areas</b>	<b>Function Rating</b>
Child Development Centers	80
Family Child Care	78
School Age Services	77

Youth Centers	78
Teen Centers	74
Youth Sports & Fitness	76
Youth Education Support Services	74
School Liaison Services	74
Outreach Services	73
Education Transition	75
<b>Child &amp; Youth Service</b>	<b>76</b>

Sports & Fitness	79
Entertainment	71
Automotive	72
Parks & Picnic Areas	70
Libraries & Information Services	70
Arts & Crafts	66
Community Activities Center	69
BOSS	77
Outdoor Recreation	72
Leisure Travel	71
Community Recreation	73
<b>Recreation</b>	<b>72</b>

Golf	75
Club Systems Food & Beverage	71
Bowling	71
Videorama	64
Theme Restaurants	67
Rod & Gun Clubs	66
Lodging Operations	72
<b>Business</b>	<b>70</b>

Financial Training	77
Family Advocacy	79
Relocation	75
Deployment Support & Mobilization	78
Information & Referral	73
Exceptional Family Member Support	77
Family Member Employment	71
Community Involvement-Volunteer Spt	70
Family Adaptation - AFTB/AFAP	74
Community Outreach	78
<b>Army Community Service</b>	<b>75</b>

<b>TOTAL</b>	<b>73</b>
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## ANNEX C

### Comments on “Poor,” “Very Poor,” and “Not Important,” Ratings

Directorate	Comment	Response/Action Plan
DHR (AG)	ID Card Section monumentally slow	<ul style="list-style-type: none"> <li>- Placement of permanent staff at front counter to prescreen customer documents &amp; monitor flow and wait time.</li> <li>- Rotate staff lunches for continuous manning.</li> <li>- At high peak time, one RAPIDS computer is designated to process actions such as Dep. ID cards, PIN resets, DEERS updates, etc. Three RAPIDS computers remain designated for CAC issuances which reduces wait time.</li> <li>- Implementation of ID card issuing appointment system.</li> <li>- Additional RAPIDS workstation has been requested by the Government Contracting Officer Representative.</li> </ul>
	NCOERs not posted on Soldiers' files	MPD does not post NCOERs. They are forwarded to EREC for processing and input of transactions to update Soldiers' ERB. MPD monitors EREC's on-line database to track processing of NCOERs.
	Personnel Strength Management is broken; personnel assigned outside their MOS and student processing poor	<ul style="list-style-type: none"> <li>- MPD does not assign to duty positions but will ensure properly slotted on UMRs.</li> <li>- Recent USAAC visit identified student processing as satisfactory w/few exceptions. There is concern that 88 series training MOSs (6-8 weeks) not receiving assignments 30 days prior to graduation. TRADOC continues to address this concern with HRC.</li> <li>- QA continues to ensure contractor responsibility. re: personnel manning docs/ forecast/anticipated gains &amp; losses IAW w/AR 600-8-101.</li> </ul>
	ID Card Section harasses IET Soldiers re: delaminated cards	<ul style="list-style-type: none"> <li>- MPD now issuing CACs to IET Soldiers.</li> <li>- At no time were Soldiers harassed; it was noted during a CAC assessment visit that Ft Eustis was issuing too many CAC cards to IET Soldiers; evidence showed</li> </ul>

		Soldiers were intentionally mutilating their green ID cards in order to get a CAC; Command and Unit Drill SGTs were contacted to assist with monitoring and prevention.
	Awards take avg. of 2.5 weeks to go thru MILPO before going for signature	No corrective action required. QA evaluation shows actions processed w/in avg. of 3 days.
DOL	Services do not stand out like on other installations; civilian contracted DS level maint. Shop can make getting vehicles repaired difficult at times; Need more emphasis on GS and DS level maintenance.	<ul style="list-style-type: none"> <li>- Limited shop space and antiquated facilities, therefore exploring possibility of replacing/renovating primary maintenance facility &amp; constructing a paint facility.</li> <li>- Some preliminary design work completed on Bldg 1411; add'l funding necessary for update and complete design.</li> <li>- Proactive in alignment of contract assets;diverting man hours to backlogs.</li> <li>- A survey/review of existing space to ensure that all areas are being efficiently utilized and organized is being conducted. In particular DOL is in the process of evaluating individual storage locations, with intent to consolidate and free up as much workable bay space as possible.</li> <li>- In an attempt to improve negative perception, increased DOL emphasis is being placed on improving the education of our customers. Also, DOL has realigned the workorder acceptance process with customers now taking work directly to the Production Control Section. There they are informed up front re: estimated wait time based on how much work is waiting in the shop with the same or higher priority so that any issues can be immediately addressed.</li> <li>- Although DOL is still experiencing funding shortfalls which limit assets, the DOL will continue to do a thorough job of identifying funding issues to the command and ensuring available assets are realigned based on priorities and backlog to maximum extent possible.</li> </ul>

	CIF understocked for TDA mission	<ul style="list-style-type: none"> <li>- CIF is customer funded; lead POCs receive frequent reports on funding requirements and shortfalls.</li> <li>- Will continue to effectively coordinate with supported activities re: adequate funding to purchase stock.</li> </ul>
	ITO/CTO - Incompetent, rude, unhelpful customer service	<ul style="list-style-type: none"> <li>- Increased government oversight of contractors (Carlson Wagonlit Travel and Northrop Grumman Technical Services).</li> <li>- Movement of Northrop senior transportation manager to Bldg 601 for hands-on direct management.</li> <li>- Contract staff to thoroughly educate customer re: reg/JFTR and contract fare restrictions for max. info on available options. Also reemphasize travel entitlements in PCS/Reassignment and Retirement briefings.</li> </ul>
	Wait times for HHG appointments too long	<ul style="list-style-type: none"> <li>- Senior manager of Transportation Department to be relocated to Bldg 601.</li> <li>- Continue to run ads on regular basis in Wheel and DOL LOGNOTES re: peak transition periods and PPPO operating hours.</li> <li>- Contract staff augmented as needed during peak season.</li> <li>- Educate customers to make appts early at PCS/Reassignments and Retirement briefings.</li> </ul>
	Ammunition storage on Fort Story nonexistent	<ul style="list-style-type: none"> <li>- If permanent storage required, proposal with identified site location, explosive site plan, and strong justification must be submitted to ISO.</li> <li>- Since the Installation Safety Office (ISO) is responsible for site planning/approval of ammunition storage and submission of any new requirements to the DOD Explosive Safety Board, subject request for additional information was faxed to the ISO, 4 Apr 06 and the ISO will provide a response directly back to your office on possible solutions.</li> <li>- <b>ISO RESPONSE:</b></li> <li>- Ammunition storage sites are available on Fort Story, licensed, and operational for 11<sup>th</sup> Battalion arms rooms and at the</li> </ul>

		<p>PMO.</p> <ul style="list-style-type: none"> <li>- Explosives training sites require and have permanent ammunition storage.</li> <li>- If additional storage is required, an Explosives Site Plan would be required. This plan is produced by the operational organization with ultimate approval given by the Department of Defense Explosives Safety Board. The Installation Safety Office will provide assistance in the preparation of required site plan documentation.</li> </ul>
DPW	Pri 1 and Pri 2 Service Orders only being accomplished	<ul style="list-style-type: none"> <li>- DPW associated programs extremely underfunded; SOs limited to Pri1 &amp; Pri2. More than 700 Pri 3 work orders since 2d Qtr 05. Add'l \$218K necessary to get started.</li> <li>- Funding requested; not yet available. Post Bldg maintenance will continue to degrade unless improved.</li> </ul>
	Monroe Ave. Maintenance	West bound lane with cracks to be sealed. Both lanes will receive layer of asphalt with work dates scheduled for 4 May thru 31 May 06
	GMH top leaders provide exceptional customer service; some intermediate managers are not committed to positive customer service.	<ul style="list-style-type: none"> <li>- DPW and GMH senior managers will monitor customer service.</li> <li>- Customers are encouraged to voice concern at any time to intermediate or senior managers</li> </ul>
	Soldiers still cutting grass, and painting walls.	Appropriate funds are limited. Continue providing some Self-Help and grass cutting of 95% of post with units cutting immediate areas, for now. <b>If required, DPW can have all 100% cut by contract</b>
	Comments specific to a particular housing unit	See DPW for comments
DOIM	Bldg 664 under supported for phone service	Building 664 has more than sufficient capacity to handle additional telephone lines. It could support a maximum of 200 lines. There are currently 20 lines spread between Cadre, Chaplains and the Aide Station. LTC Smith-McCoy has been contacted and is aware that the DOIM is prepared to assist. DOIM Communications Division has three open,

		<p>unfunded work orders for three new telephone lines to be added in Bldg 664. All are awaiting additional information from the customer. There are no other identified requirements for this building. .</p>
	Shuts computers down without notice	<p>DOIM does not shut computers down w/o warning. For IAVA noncompliance Commanders/ Directors/IMOs receive network disconnect notice 48 hours prior to actual removal from network. Failure to respond/comply within that time can result in removal from the network. Occasionally organization may be shut down without warning if a credible threat to the network is detected. Immediate isolation is the choice action to mitigate further risk. Simultaneous telephonic notification is provided to the responsible IMO.</p>
	It is next to impossible to contract photocopiers-long and belabored process	<p>The copier equipment acquisition process is governed by DA and designed to promote economies and efficiencies in self-service copier applications throughout the installation without circumventing the use of the installation printing facility. As such, documentation is required to both articulate need and determine through cost-benefit analysis whether equipment should be leased or purchased. Both require the customer to provide detailed information about their copying needs. There is no standard timeline for this process. DOIM Records Management processed 44 requests last year with the average taking approximately two weeks. Much depends on the efficiency of the requestor and the completeness of the information provided as well as the organization's ability to utilize the Aquiline system. DOIM Records Management personnel are readily available to provide assistance throughout this process.</p>
DPTMS	PERSEC-LAN Access. Several comments re: the	<p>The Security Division is currently recruiting to fill two vacant Security</p>

	inordinate length of time it requires to gain LAN network access/email accounts (x4)	Specialists positions whose primary duties will be the processing of network access accounts. The division chief has modified existing procedures to streamline the approval process and minimize dead time. With the addition of personnel the processing time should be reduced to 48-72 hours, as long as the data provided for review is accurate and complete. Projected full implementation date: 1 Apr 06.
	Range Control personnel unhelpful and rude	-All Range Control Operation Branch personnel have been counseled on customer relations procedures. Customers are advised to immediately contact the Range Operations Specialist (878-3834) or Range Officer (878-0295) if issue persists. - Range Operations Branch personnel will have in place as part of their Individual Development Plan, a Customer Relations Course. Individuals will be programmed for course based on availability of course and funding support.
	Need to do a better job with tasking and ensuring that subordinate units (7 GP vice 8 BDE) thoroughly review their available assets before one or both units to RFR their allocated tasking. Also make sure that unit requesting support really needs it.(x2)	DPTMS Plans and Operations Chief met with the S-3 of 8 BDE/Trans School to ensure that training events are deconflicted within the organization, cross leveling equipment within their units, and that they have removed requests for equipment which other units on post do not have
	Soldier training should have priority on roadways before 0800.	There are only two roads on Fort Eustis which are restricted from PT/running formations. They are the main road leading from off post through the main gate (Washington Blvd) and Lee Blvd. The restriction of Lee Blvd is a recent policy directed by the CG for safety reasons.
DMWR	ODR is now useless to 90% of the population on Fort Eustis, does not have a lunch program and does not allow	ODR available for unit functions since November 05 and effective 1 February started lunch program

	for unit functions.	
	AER does not support the AR or ARNG	AR/NG must be on active duty for 30 days or more to receive AER assistance IAW with AR 930-4.
	Post library has not changed since 1986	Within last two years the library has had carpet replaced, 10 computers installed, new furniture and replacement HAVC system. Wireless computer use being explored.
	Insufficient on-post temporary lodging at Fort Story	In 2004, Army lodging conducted a needs assessment of transient quarters concluding that Fort Story needed 2 rooms. To assist Fort Story, Fort Eustis staff researched lodging availability with local VaBch hotels with daily room rates of \$40 or at a minimum less than the per diem lodging rate. <b>Result:</b> Now in process of developing contracts with local hotels through Army Lodging, the proponent for official lodging
	Unfriendly staff at Transportation Inn	The Northeast Regional lodging Program has hired a new regional program manager whose office is at the Transportation Inn. Customer service training is continuous through performance plans and will be enhanced and extended to all personnel before moving into the new lodging facility (anticipated opening: 1 May)
	Fort Eustis Club prices for Unit events	TFEC conducts quarterly competitive price surveys with like conference facilities to bring customers the best for their money
	Sports Fields need more bleachers and permanent restrooms	No plans for more bleachers or permanent facilities. BRAC plans indicate removal of some sports fields to make way for new construction
	Aquatic Center is viewed as a money maker rather than a facility for Soldier's families and does not support on post swim teams	<ul style="list-style-type: none"> <li>- CSFC designated the Aquatic center as a MWR category B facility (receives AF and NAF funding). It supports Soldier readiness and training with free drown proofing and water training classes and conforms to requirements in the CLS.</li> <li>- In the last two years, the center has shown its customers that funds are returned to the activity by purchases such</li> </ul>

		<p>as a timing system (\$30,000 +), pool maintenance, including resurfacing (x2) (\$40,000 +), hydraulic repairs for raising and lowering of pools (\$5000), repainting of the entire building, replacing wall lockers in both the men's and ladies' showers, and upgraded treadmills. The income from swim teams goes toward the labor to staff and operate the center.</p> <ul style="list-style-type: none"> <li>- IMPROVEMENTS and their approximate cost now POSTED at/near the entrance to the facility for maximum visibility so that customers can see where their entrance fee money goes.</li> <li>- If a swim team is established a request to become a PO may be submitted to the DMWR to process approval documents.</li> </ul>
	More lodging opportunities throughout year to AD Soldiers/families at Cape Henry Inn. Some rooms should be fenced.	CH Inn is a recreational lodging facility and is open to all military and DOD personnel. Room reservations are on a first-come, first served basis.

## ANNEX D



### Most and Least Important Function by Directorate

Directorate	Five Most Important Functions	Least Important Function
DPW	Family Housing Building Maintenance DPW Support Services Work Order Desk Facilities Maint. & Repairs	Unimproved Roads Maint.
DOL	Central Issue Facility Household Goods, Personnel & Cargo Mvmt Food Services Ammo Services/ASP Mgmt Property Book Operations	Laundry/Dry Cleaning
DHR (AG)	Personnel Actions DEERS/RAPIDS/CAC/ID Cards Awards/Decorations Personnel Strength Management Records Management	Publications Management
DOIM	Telephone Services Administration & Policy Copier Services Video Teleconferencing Continuity of Operations	MARS
DPTMS	Range/TA Controls Taskings/Post Details Military Schools Trng Support/Trng Sim Integration/TASC AT/FP Security	Museum
DMWR	Army Emergency Relief BOSS Sports & Fitness Child Development Center Programs Family Child Care	Videorama